

MEMORANDUM OF UNDERSTANDING

Between

Department for Levelling Up, Housing and Communities

-and-

South Holland District Council

1. Purpose

1.1. This Memorandum of Understanding ('MOU') sets out the terms, principles and practices that will apply to the working relationship between the Department for Levelling Up, Housing and Communities ('DLUHC') and South Holland District Council ('the Council') (collectively 'the Parties') regarding the administration and delivery of the Levelling Up Fund ('LUF') proposal The South Holland Health and Wellbeing Hub. This MOU applies to financial years within your profile below.

2. Background

2.1. On 19 January 2023, HM Government announced the outcome of the LUF competition. The Council were successful with their bid for The South Holland Health and Wellbeing Hub.

2.2. This MOU covers the funding commitments from DLUHC and the delivery, financial expenditure, agreed milestones, reporting and evaluation, communication and branding expectations between the Parties.

3. Purpose of Funding

3.1. DLUHC considered the application submitted by the Council for the LUF proposal The South Holland Health and Wellbeing Hub and agreed to allocate funding up to £20,000,000 across FY2022-23, FY2023-24, FY2024-25 and FY2025-26. The indicative allocation for each year is set out in the following table:

PROJECT 1:		Spalding Health and Wellbeing HUB		
		> P1 Funding Profile.	> P1 Cost Estimates	> P1 Milestones
Total LUF Grant		£20,016,150		77%
Total Match Contribution		£5,978,850		23%
Total Project Costs		£25,995,000		100%
Project Commencement Date:		01 June 2022		
Project Completion Date		01 July 2025		
Funding Profile from Table B:				
Year		Grant	Match	Total
1	2022/23	£1,523,850	£476,150	£2,000,000
2	2023/24	£11,550,000	£3,450,000	£15,000,000
3	2024/25	£6,926,150	£2,068,850	£8,995,000
4	2025/26	£0	£0	£0
5	2026/27	n/a	£0	£0
Totals:		£20,000,000	£5,995,000	£25,995,000
		77%	23%	100%

- 3.2. The funding is provided to form part of the necessary capital investment required for delivery of the LUF proposal The South Holland Health and Wellbeing Hub. DLUHC expects the Council to use the funding provided for the purposes outlined in the application approved by DLUHC, Department for Transport ('DfT') and HM Treasury ('HMT'), and that evidence will be provided to demonstrate this. Grant funding will be paid in six monthly tranches and on the basis of agreed delivery targets having been met. Assurance on project progress shall be borne out through the formal monitoring and assurance process set out in Clause 7 of this MOU.
- 3.3. The application approved by DLUHC, DfT and HMT set out the details of the projects, including budget, spending profile, scope, key assumptions, outputs, timeline, key milestones, and risks. Together these project parameters set out the "ask" and "offer" expected by the Parties, and these are set out in the following table:

Project Budget & Spending Profile	<i>Spending Profile by Source and LUF Profile tabs as set out in the Tables B and C of the Costings Planning Workbook(Annex A)</i>
Project Description	<p>This regeneration and cultural investment project is a Health and Wellbeing ("Hub") in Spalding, Lincolnshire. The total capital cost is £26 million, of which South Holland District Council is applying for £20 million LUF funding.</p> <p>The transformational scheme will inspire residents of Spalding and the district to be active and healthy, enabling them to live longer healthy lives, tackling longstanding health inequalities. The Hub integrates new and significantly re-developed swimming pools, and other indoor and outdoor leisure facilities, with health provision, community spaces and Extra Care accommodation. The Masterplan includes new cycleways and pedestrian routes, linking the site to the town centre.</p>
Project(s) Outputs & Outcomes	<i>Project(s) specific outputs and outcomes as set out in Table E of the Costings Planning Workbook (Annex A)</i>
Projected Timeline & Key Milestones	<i>Whole project timeline with milestones as set out in Table D of the Costings Planning Workbook (Annex A)</i>

4. Financial Arrangements

- 4.1. The agreed funds will be issued to the Council as grant payments under Section 50 of the United Kingdom Internal Markets Act 2020 ('UKIM'), for capital expenditure as agreed in the approved application.

- 4.2. The Council agrees to use LUF grant payments issued by DLUHC for capital expenditure only.
- 4.3. Payments to the Council will normally be made six monthly, in January and July. By exception, in FY2022-23 the first payment will be made in March 2023.
- 4.4. Six monthly amounts for each financial year will be agreed by the Parties in principle. Release of these payments will be dependent on submission of a Section 151/95/114/54 Officer signed Statement of Grant Usage and corresponding quarterly monitoring return.
- 4.5. The Council will provide regular project, financial, and risk reporting to DLUHC, in such a format that DLUHC will provide, demonstrating expenditure of the previous funding and that outputs and outcomes are being met, in line with the approved application.
- 4.6. This information will be taken into consideration by DLUHC before subsequent six-monthly payments to the Council are finalised and paid. DLUHC may make appropriate adjustments to payments or withhold payments where there are significant concerns over delivery.
- 4.7. If the Council needs to amend the annual spending profile, requiring a change to the indicative allocations in Clause 3.1, the Council will submit a Project Adjustment Request.
- 4.8. Requests by the Council to amend an annual spending profile will be considered by DLUHC. There are no guarantees that such requests will be accommodated.
- 4.9. In accordance with the declaration signed by the Council's Section 151/95/114/54 Officer as part of the Bid Application, the Council accepts responsibility for meeting any costs over and above DLUHC's contribution set out in Clause 3.1, including potential cost overruns and the underwriting of any funding contributions expected from third parties.
- 4.10. The Council must spend all grant funding by the end of the funding period, 31 March 2025.
- 4.11. The Chief Executive, Section 151/95/114/54 Officer and Chief Internal Auditor (or equivalent) of the Council will sign and return to DLUHC a declaration, to be received no later than six months after the physical completion of the project(s), in the following terms:

"To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions attached to The South Holland Health and Wellbeing Hub LUF Grant Determination have been complied with."

5. Duration and Review Point

- 5.1. This MOU applies to financial years within your profile.

5.2. This MOU will come into effect upon signature by the Parties and will remain in effect until it is terminated by either Party in accordance with the terms in Clause 12 of this MOU. It may be extended by the written agreement of the Parties.

5.3. Each year of the planned funding period will be covered by an MOU, including the extension of this MOU where the Parties agree to the extension.

5.4. Notwithstanding Clause 5.1 and 5.3 of this MOU, if an MOU is not in place by the end of financial year 2023-24, this MOU will continue to apply.

6. Active Travel

6.1. As The South Holland Health and Wellbeing Hub includes transportation elements, the Council agrees that the project(s) will comply, insofar as it relates to active travel infrastructure, in all respects with Local Transport Note 1/20 on Cycle Infrastructure Design (LTN 1/20), including the use of segregation and ensuring the permanence of all applicable travel components.

6.2. The Council will ensure that proper and thorough public engagement has taken place on the design of any applicable travel component. DLUHC will not issue further grant funding until satisfactory assurances on public engagement have been provided by the Council.

6.3. In the event that applicable travel components are not constructed to LTN 1/20 standards or are altered or removed within 10 years of completion, DLUHC may notify DfT and the Council should, in accordance with the Minister of State for Transport's letter to highway authorities of 30 July 2021, expect to receive less funding in the future from DfT.

7. Branding and Communication

7.1. DLUHC will provide the Council with guidance on the Branding and Communication associated with LUF projects. The Parties agree to adhere to the guidance and any updates subsequently released by DLUHC.

8. Monitoring and Evaluation

8.1. DLUHC has provided the Council with the Levelling Up Fund Monitoring and Evaluation Guidance (LUF M&E Guidance).

8.2. DLUHC will provide grant funding subject to the Council hereby agreeing to full transparency open book working and a duty of good faith regarding all matters relating to the project, the Council, and this MOU.

8.3. The Council agrees to collect data on inputs, outputs and outcomes. DLUHC will lead on programme-level evaluation including data collection for outcomes and impacts. However, as described in the LUF M&E Guidance, DLUHC may require some evaluation assistance from the Council including collecting baseline data where alternative data sources are not available and facilitating meetings with key stakeholders. The Council also agrees to undertake a project level local evaluation as described in the Bid Application.

8.4. The Council agrees to collaborate with DLUHC over monitoring and evaluation requirements, which will involve reporting quarterly on project expenditure, project progress, stakeholder engagement, risks, milestones and any project changes. The Council will also collaborate with DLUHC to provide six-monthly reporting on project outputs and potentially some outcomes. DLUHC shall assist the Council where possible, and the Parties will work together to satisfy these requirements. This includes collecting accurate data and using the agreed metrics and methods as set out in the LUF M&E Guidance. DLUHC reserves the right to quality assure data and conduct site verifications.

8.5. The Council will endeavour to promptly share information at appropriate times as and when requested by DLUHC, including:

- Current funding that has been spent
- Planned expenditures
- Updates on key project milestones and risks
- Procurement and governance
- Case studies for publicising investment

8.6. DLUHC may publish relevant data and use it to inform public statements.

9. Assurance

9.1. DLUHC will provide the council with the Assurance and Performance Management Framework setting out the LUF assurance processes.

9.2. The Council will collaborate with DLUHC over assurance requirements, which will include the Section 151/95/114/54 Officer using the templates provided to give periodic written assurance to DLUHC and DfT where appropriate. This includes written confirmation that the project continues to represent value for money / best value and provisions of accurate data and information within the assurance cycle as set out in the CLGU Assurance and Performance Management Framework. The Council will also collaborate with DLUHC if required to support further assurance through risk based Deep Dive activity. Deep Dives will include engagement with SRO, Section 151/95/114/54 Officer and Project Leads, alongside the provision of specified procurement, financial and decision-making evidence on request for review. DLUHC shall assist the Council where possible, and the Parties will work together to satisfy these requirements. Sample based Deep Dives will be retained as an option through the programme.

9.3. The Council will provide upon request evidence of a constituted LUF delivery board or that a pre-existing delivery board has formally adopted LUF governance within its Terms of Reference. Integration into the full governance arrangements of the Council should be evident.

9.4. The Council is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and

consents will be adhered to, which may include, but not solely, state aid / subsidy control, equalities duties, procurement, health and safety and fraud.

9.5. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities:

“Data may be shared with other enforcement agencies for the prevention and detection of crime.”

9.6. The Council will fully comply with all obligations set out in the Fraud Risk Assessment guidance in Annex B to ensure the safe administration of grants and that appropriate measures are put in place to mitigate against the risk of both fraud and payment error.

10. Changes to approved Application

10.1. The Council will notify DLUHC of any proposed changes to the approved project(s) by submitting a Project Adjustment Request (PAR). These notifications should be provided and agreed in advance of changes.

10.2. The Council will require approval by DLUHC for any alterations to the project, as set out in Clause 3.3.

10.3. A range of project changes, including but not limited to changes to spending profiles, delivery timelines, outputs and outcomes may be requested through the PAR process. The requested changes will be categorised as either ‘streamlined’, representing minor changes to spending or delivery timelines, or ‘standard’, which will capture any other requested project changes. Guidance covering the PAR process will be made available to the Council by DLUHC.

11. Compliance with the MOU

11.1. The Parties to this MOU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MOU.

12. Changes to the MOU

12.1. The arrangements under this MOU will be kept under review. Amendments to this MOU may only be made upon written agreement between the Parties.

13. Resolution of Disputes

13.1. Any dispute that may arise as to the interpretation or application of this MOU will be settled by consultation between the Parties.

14. Legal Enforcement

14.1. This MOU is not legally enforceable. It describes the understanding between both parties for the use of funding specified in Clause 3 of this agreement.

Signed on Behalf of the Council (by Chief Executive / Section 151/95/114/54 Officer):

Name:

Job Title:

Date:

Signed on Behalf of DLUHC:

Name:

Job Title:

Date:

Annex A: Costings and Planning Workbook
Single Project
Table B P1 Funding Profile

PROJECT 1:		Spalding Health and Wellbeing HUB					FUNDING PROFILE				
Funding Sources	Source Name	Type of Match: Grant, private funds, finance arrangement	Status of match, secured or unsecured	If unsecured, what are the timescales for securing	Funder Confirmation Letter Attached?	2022-23	2023-24	2024-25	2025-26	2026-27	Total
LUF Grant	LUF	Grant	Application pending	n/a	n/a	£1,523,850	£11,550,000	£6,926,150	£0	n/a	£20,000,000
Other UK Gov Funding Sought						£0	£0	£0	£0	£0	£0
Local Authority Contribution	Local authority capital match	Capital funding from SHDC	Commitment in principle, subject to LUF funding award	to be formally secured through capital budget	Yes	£476,150	£3,450,000	£2,088,850	£0	£0	£5,995,000
Third Party Funder						£0	£0	£0	£0	£0	£0
Totals:						£2,000,000	£15,000,000	£9,995,000	£0	£0	£25,995,000
Grant Profile						£1,523,850	£11,550,000	£6,926,150	£0	n/a	£20,000,000
Total Match Profile						£476,150	£3,450,000	£2,088,850	£0	£0	£5,995,000
ROW 21)						£2,000,000	£15,000,000	£9,995,000	£0	£0	£25,995,000

TABLE C Expenditure Profile

PROJECT 1:		Spalding Health and Wellbeing HUB					FUNDING PROFILE				
Funding Sources	Source Name	Type of Match: Grant, private funds, finance arrangement	Status of match, secured or unsecured	If unsecured, what are the timescales for securing	Funder Confirmation Letter Attached?	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Totals:						£2,000,000	£15,000,000	£9,995,000	£0	£0	£25,995,000

Insert additional rows if required, above this line. (check new match additions show in formula below row 21)

Table C P1 Cost Estimates

Project 1: Spalding Health and Wellbeing HUB		Expenditure Profile														
A) Line	B) Enter Cost Description	C) Total Costs (i.e. real Project)	D) % of real Project	E) Quantity	F) Unit Cost	G) Enter LUF Grant Contribution towards this	H) % of LUF Contribution	I) Match Contribution	J) Match % towards cost	K) 2022-23	L) 2023-24	M) 2024-25	N) 2025-26	O) 2026-27	P) TOTALS	Q) Supporting comments or details of any assumptions relating to costs.
1	Leisure centre build, construction and inflation	£19,290,000.00	74%	1	£19,290,000.00	£14,853,300.00	77%	£4,436,700	23%	£0.00	£14,307,000.00	£4,983,000.00	£0.00	£0.00	£19,290,000.00	Refer to Varsity Consulting cost estimate 17/08/22
2	Leisure centre design, fees, surveys	£2,043,000.00	8%	1	£2,043,000.00	£1,573,100.00	77%	£469,900	23%	£1,760,000.00	£240,000.00	£40,000.00	£0.00	£0.00	£2,043,000.00	Refer to Varsity Consulting cost estimate 17/08/22
3	External works and landscaping build, consti	£1,493,000.00	6%	1	£1,493,000.00	£1,149,500.00	77%	£343,500	23%	£0.00	£400,000.00	£1,093,000.00	£0.00	£0.00	£1,493,000.00	Refer to Varsity Consulting cost estimate 17/08/22
4	External works and landscaping design, fees,	£198,000.00	1%	1	£198,000.00	£121,680.00	77%	£76,340	23%	£120,000.00	£28,000.00	£10,000.00	£0.00	£0.00	£198,000.00	Refer to Varsity Consulting cost estimate 17/08/22
5	35 pitch and HUBA, construction and inflation	£1,257,000.00	5%	1	£1,257,000.00	£967,890.00	77%	£289,100	23%	£0.00	£0.00	£1,257,000.00	£0.00	£0.00	£1,257,000.00	Refer to Varsity Consulting cost estimate 17/08/22
6	35 pitch and HUBA, design, fees, surveys	£133,000.00	1%	1	£133,000.00	£102,410.00	77%	£30,590	23%	£100,000.00	£20,000.00	£13,000.00	£0.00	£0.00	£133,000.00	Refer to Varsity Consulting cost estimate 17/08/22
7	Skate park, construction and inflation	£286,000.00	1%	1	£286,000.00	£220,220.00	77%	£65,780	23%	£0.00	£0.00	£286,000.00	£0.00	£0.00	£286,000.00	Refer to Varsity Consulting cost estimate 17/08/22
8	Skate park design, fees, surveys	£30,000.00	0%	1	£30,000.00	£23,100.00	77%	£6,900	23%	£20,000.00	£5,000.00	£0.00	£0.00	£0.00	£30,000.00	Refer to Varsity Consulting cost estimate 17/08/22
9	Demolition of existing centre construction and	£276,000.00	1%	1	£276,000.00	£215,520.00	77%	£60,480	23%	£0.00	£0.00	£276,000.00	£0.00	£0.00	£276,000.00	Refer to Varsity Consulting cost estimate 17/08/22
10	Demolition of existing centre design, fees, sur	£29,000.00	0%	1	£29,000.00	£22,330.00	77%	£6,670	23%	£0.00	£0.00	£29,000.00	£0.00	£0.00	£29,000.00	Refer to Varsity Consulting cost estimate 17/08/22
11	FF&E	£1,000,000.00	4%	1	£1,000,000.00	£770,000.00	77%	£230,000	23%	£0.00	£0.00	£1,000,000.00	£0.00	£0.00	£1,000,000.00	Refer to Varsity Consulting cost estimate 17/08/22
12		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
13		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
14		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
15		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
16		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
17		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
18		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
19		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
20		£0.00	0%	0	£0.00	£0.00	£0.00	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
Totals		£25,995,000.00	100%			£20,016,150.00		£5,978,850.00		£2,000,000.00	£15,000,000.00	£9,995,000.00	£0.00	£0.00	£25,995,000.00	
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Project 1: Spalding Health and Wellbeing HUB		
Summary Line	Budget Summary Table	Value £ %
S1	LUF GRANT CONTRIBUTION	£20,016,150.00 77%
S2	MATCH-FUNDING CONTRIBUTION	£5,978,850.00 23% 10% encouraged
S3	TOTAL PROJECT COSTS	£25,995,000.00 100%

Table D Delivery Plan

Project Spalding Health and Wellbeing HUB				
Task ID		Owner	Start date	End Date
Milestone or Work Package 1: RIBA Stage 2				
1	Development of Concept Design	SHDC	01-Jun-22	06-Jul-22
2	Submission of LUF Round 2 Bid	SHDC	06-Jul-22	06-Jul-22
3				
4				
5				
Milestone or Work Package 2: RIBA Stage 3				
6	LUF Round 2 Notification	DLUHC	01-Oct-22	31-Oct-22
7	Appoint UK Construction Framework	SHDC	01-Nov-22	30-Nov-22
8	Developed Design	SHDC	01-Nov-22	28-Feb-23
9	Submission of Planning Application	SHDC	01-Feb-23	28-Feb-23
10	Planning Determination Period	SHDC	01-Mar-23	30-Jun-23
Milestone or Work Package 3: RIBA Stage 4				
11	Production Information	SHDC	01-Mar-23	30-Jun-23
12	Agreement of Employer Requirements	SHDC	01-Jul-23	31-Jul-23
13				
14				
15				
Milestone or Work Package 4: RIBA Stage 5				
16	Mobilisation	SHDC	01-Jul-23	31-Jul-23
17	Construction Period (18 months)	SHDC	01-Jul-23	31-Jul-24
18	Decant from Castle Swimming Pool	SHDC	01-Jan-25	31-Jan-25
19	Demolition of Castle Swimming Pool	SHDC	01-Mar-25	31-May-25
20	Commencemet of Construction of Extra Care Housing	SHDC	01-Jul-25	-
Milestone or Work Package 5				
16				
17				
18				
19				
20				
Milestone or Work Package 6				
21				
22				
23				
24				
25				
Project Completion Date (PLEASE INSERT ROWS ABOVE THIS LINE)				01-Jul-25

Table E Bid Monitoring and Evaluation

Primary Intervention Theme		Regeneration & Town Centre Commercial Regeneration	
Sub-Theme (pick the description that fits best)		Commercial Regeneration	
If Other, please describe			
Tracking Progress			
Result Level <i>(i.e. output, intermediate outcome, outcome, impact)</i>	Description <i>(E.g. new retail space created, increased football, increased employment)</i>	Is this a "standard" output, outcome or impact? <i>(i.e., does it feature in the lists in Annex B of the Technical Note.)</i>	Potential Data Sources <i>(E.g. councils financial accounts, contractors, project beneficiaries, commercial data providers)</i>
			Potential Data Collection Methods <i>(E.g. manual measurement, survey, electronic football counters)</i>
			Benefit Owner (if applicable) <i>(i.e. the person/organisation accountable for delivering a benefit.)</i>
	Character limit: 150		
Output	Healthcare space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Sports centre space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Community Centre space created	Yes	Construction stage project management Project Completion Report SHDC
Output	New hospitality space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Retail space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Other commercial space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Improved pedestrian paths	Yes	Construction stage project management Project Completion Report SHDC
Output	Improve cycle ways	Yes	Construction stage project management Project Completion Report SHDC
Output	New residential units (Extra Care)	Yes	Construction stage project management Project Completion Report SHDC
Output	Volunteering opportunities supported	Yes	Construction stage project management Record of volunteers SHDC
Output	Public Realm created	Yes	Construction stage project management Project Completion Report SHDC
Output	Green retrofit to existing non-residential units	Yes	Construction stage project management Project Completion Report SHDC
Output	Educational space created	Yes	Construction stage project management Project Completion Report SHDC
Output	Public amenities created	Yes	Construction stage project management Project Completion Report SHDC
Intermediate Outcome	Change in football	Yes	Bespoke data collection Survey/ Electronic football counters SHDC
Intermediate Outcome	Reduction in anti-social behaviour	No	Office for National Statistics local crime survey Survey SHDC
Intermediate Outcome	Change in cycle flow	Yes	Bespoke data collection Survey/ Electronic football counters SHDC
Intermediate Outcome	Change in pedestrian flow	Yes	Bespoke data collection Survey/ Electronic football counters SHDC
Outcome	Improvements in the physical health of HUB users	Yes	Bespoke data collection Survey of HUB facility users SHDC
Outcome	Improvement in the mental health of HUB users	Yes	Bespoke data collection Survey of HUB facility users SHDC
Outcome	Increase in students completing FE & HE courses	Yes	Bespoke data collection Record of apprenticeship employers SHDC
Outcome	Increase in levels of satisfaction with sports and leisure	No	Bespoke data collection Survey of HUB facility users SHDC
Outcome	Reduction in carbon emissions from new facilities	No	Bespoke data collection Periodic report on carbon emissions and enviro SHDC
Outcome	Job opportunities created	No	Contractor: Bespoke data collection Survey/ Periodic reports on the economic impa SHDC
Impact	Increase in employment rates	Yes	Contractor: Bespoke data collection Survey/ Periodic reports on the economic impa SHDC
Impact	Improvements in productivity and pay	Yes	Contractor: Bespoke data collection Survey/ Periodic reports on the economic impa SHDC
Impact	Improved perception of place	Yes	Bespoke data collection Survey of HUB facility users SHDC
Impact	Improved wellbeing among user	No	Bespoke data collection Survey of HUB facility users SHDC
Impact	Improvements in the physical health of residents	Yes	Public Health Local data Survey/ annual reports SHDC
Impact	Improvement in the mental health of residents	Yes	Public Health Local data Survey/ annual reports SHDC

Annex B: Fraud Risk Assessment



LUF FRA - FINAL.xlsx